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# MEDICAL UNIVERSITY OF SOUTH CAROLINA



## ANNUAL REPORT 1991-1992

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Dear Governor Campbell and Members of the General Assembly:

In the best of times, last year's accomplishments at MUSC would have been remarkable. But in the face of a tough economy, significant reductions in state support and great uncertainties as to the future course of our nation's health care system, this university's performance has gone far beyond our most optimistic expectations.

Consider a few of the more exciting highlights from MUSC's 1991-1992 fiscal year:

- \* We continued to attract higher caliber students from the best schools in the state and nation, and our graduates continued to perform better, achieving significantly higher success rates on certification, licensing and academic exams.
- \* Our clinical and basic research efforts repeatedly gained national exposure, and overall research funding level increased by 20 percent for the second straight year--in spite of a growing scarcity of research support and intense competition from top research centers.
- \* We served thousands more patients than ever before; initiated dozens of exciting new clinical services; increased total charges by more than \$80 million; and completed major, multi-year expansion and renovation programs.

Perhaps most gratifying of all are the indications for our future. During the year we were able to recruit some of the finest clinicians, researchers and academicians in MUSC's history. In filling several of our departmental chairs, we competed successfully with the nation's most prestigious academic medical centers and private industries. These new faces are the leaders who will help guide this school's continuing emergence into the top echelon of America's academic health science centers.

Another vital component in this pursuit of excellence is our newly crafted strategic plan, the first in the university's history. The goal of this wide-ranging planning program is to unite the efforts of every university employee, student and staff member to achieve some very ambitious objectives. With this type of focus, combined with the growing sense of pride and spirit I feel on our campus, our future is almost as unimaginable as the MUSC of today would have been when I arrived a decade ago.

With your continued support, and that of the university's many generous friends, our future contribution to the health of everyone in South Carolina is assured. Keep expecting great things from us.

James B. Edwards, D.M.D.  
President



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Dean of Student Life

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#### VICE PRESIDENT FOR RESEARCH



## VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST

The purpose of the Office of the Vice President for Academic Affairs and Provost is to ensure that the various colleges of the university have goals oriented to the mission of the university and that the attainment of those goals follows good academic practice, i.e., attainment is consistent with academic standards (accreditation), institutional policy, governmental regulations, law, and human welfare. Functions of the Office of the Vice President for Academic Affairs and Provost, include activities of motivation, coordination, and oversight (including the "testing" of new ideas). Such activities were manifested in the 1991-1992 accomplishments which encompassed:

Phase I of the Strategic Plan was completed, which included the design of mission statements for the University, the Medical Center and the Colleges. Phase II Task Force, charged with clearly identifying all facilities planning was initiated.

A Director of University Accreditation, was appointed to coordinate institutional "effectiveness" and "outcomes" planning, to assemble and manage the databases necessary to produce evidential data as required by the Commission on Higher Education and various accrediting agencies.

New initiatives were escorted through the academic process.

## VICE PRESIDENT FOR RESEARCH

Extramural awards for research and sponsored programs increased to a new high.

The University Research Committee funded 33 awards to support new investigators, pilot projects, interim funding, resident research and special equipment needs.

MUSC entered a joint agreement with USC and Clemson to initiate a shared, networked computer system to meet research needs at optimum cost.

### Hollings Oncology Center

A National Cancer Institute Planning Grant was awarded to support progress toward earning status as an NCI-designated comprehensive center with top quality programs in cancer treatment, research, prevention, outreach and epidemiology.

The Department of Energy awarded a research equipment grant.

A two year contract for professional education in the area of breast and cervical cancer was awarded by the Centers for Disease Control through the S.C. Department of Health and Environmental Control.

A grant, in cooperative agreement with Emory University, for cancer surveillance was awarded by the Department of Energy to support the development of a population-based cancer incidence registry for all counties within 50 miles of the Savannah River Site.

Cancer screening programs in areas of prostate, breast, and melanoma were conducted. The Hollings Mammography Center experienced a steady increase in patients.

*Cancer Line*, a community information line, was initiated.

A tumor registrars' educational program was jointly sponsored by the Department of Biostatistics, Epidemiology and Systems Science and the Savannah River Site Registry.

#### VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

##### The Department of Human Resources Management

Significant progress was made in improving productivity and quality of service through expanded use of computer systems. Employment increased by approximately 10%, with a current employee population of 7,700.

##### The Center for Computing and Information Technology

Update and implementation of computer systems throughout the campus continues. Phase I of a campus-wide fiber project was completed and the next phase begun. The development and implementation of a clinical data information system was started and an Accounts Receivable Management System and a new payroll system were completed.

##### The Physical Plant Division

Plans and specifications for 41 construction projects were completed. The Safety Division developed and implemented a Bloodborne Pathogen Plan and trained 1,627 employees as a result. The division received two awards from the S.C. Occupational Safety Council.

### The Finance Division

Land was purchased for the Strom Thurmond Biomedical Research Center and a lease negotiated with the U.S. Department of Veterans Affairs for research space in the center.

### COLLEGE OF GRADUATE STUDIES

A five year strategic plan for the College of Graduate Studies was developed.

A revised stipend system was established to increase the number of stipends for incoming students.

A search was initiated to fill chair for the Department of Biostatistics, Epidemiology and Systems Science.

Planning for the development of an M.S. degree in Biomedical Sciences was initiated.

The high applicant figure attained in 90-91 was maintained as well as the increase in the number of qualified South Carolina applicants and the number of new and qualified United States applicants.

Three training grants were submitted for minority recruitment and science outreach programs.

The Department of Biostatistics, Epidemiology and Systems Science initiated a track in Epidemiology leading to a master's and/or doctoral degree in epidemiology.

### COLLEGE OF MEDICINE

Department chairmanships were filled in Anesthesiology, Cell Biology & Anatomy, Radiology and Urology.

A junior core course in Family Medicine was introduced.

Minority student recruitment continued to be addressed aggressively.

A Scholarship Board was appointed, with 2 James B. Edwards full scholarships awarded.

The Continuing Medical Education Program was fully accredited and is expanding its activities. A new monthly video-conference "MUSC



Medical Update 1992" was broadcast statewide over HCN.

Research awards in the basic sciences and clinical sciences increased substantially.

The Institute of Psychiatry received a national NIH award (1 of only 3 such awards in the nation) for construction of a Substance Abuse Research Center.

The South Carolina Area Health Education Consortium continued a broad involvement in minority student recruitment and expansion of primary care services in South Carolina. 116 residents completed training in consortium hospitals and 105 medical students had 167 senior elective assignments in the consortium. A.H.E.C. initiatives to attract physicians to rural South Carolina included Family Medicine preceptorships, a Family Medicine interest day and a practice opportunities fair. Incentive grants were provided to 57 physicians to practice primary care in the state.

135 residents completed their Graduate Medical Education at the Medical Center.

#### COLLEGE OF DENTAL MEDICINE

Departments were consolidated in an effort to manage fiscal and human resources more effectively and efficiently.

48 students graduated in May, most of whom took state board examinations and were licensed to practice dentistry. Graduates were accepted into residency and graduate programs throughout the United States.

Clinics provided care to 6,887 patients on 25,315 different visits. The College is striving to provide an exemplary primary and secondary facilities for the citizens of South Carolina.

Dental Continuing Education presented 111 continuing education courses to 3,798 participants for a total of 13,925 teaching hours.

Faculty received grants totalling \$187,658. Faculty also published 50 articles and made 125 professional presentations.

The College continued to be involved with the South Carolina Dental Association, D.H.E.C. Task Force in meeting the dental needs of disadvantaged patients in South Carolina. Additionally, the College provides treatment for many needs that cannot be found anywhere else in the State.

## COLLEGE OF PHARMACY

The B.S. program again proved to be extremely strong as all of the graduates (62) of the Class of 1992 passed the national board, five points above the national average. All Pharm.D. graduates choosing to seek residencies were given their first choice, and the Ph.D. graduate was actively sought after by the pharmaceutical industry.

The applicant pool in all areas continued to grow.

The faculty was extremely active in the provision of Continuing Education programs and the number of invited presentations. Their attraction of additional contracts and grants has led to a 25% increase in funds received and a 15% increase in publications. The faculty has also been extremely active in professional and community activity.

Two nationally prominent clinical educator/scientists and one bench scientist were recruited. Interdisciplinary academic, clinical, and research activity increased significantly not only between departments within the College but also between departments within the University.

A Dean's Council of pharmacy alumni was established which increased alumni interest and participation in the college's activities.

## COLLEGE OF NURSING

The quality of the undergraduate applicant pool increased with the mean SAT scores of the incoming class 960+, and the mean GPA 3.2.

A 40% increase in development funds was realized with an increase in the alumni participation rate from 7% to 18%.

The Continuing Education Department provided programs for 1,050 nurses, the largest number ever served.

The doctoral program proposal was completed and submitted to the Commission on Higher Education for approval.

A total of \$1,153,037 external funding was generated by faculty, (\$298,207) in research awards with (57%) from federal sources; (\$854,830) in training grants and demonstration projects.

There was a 60% overall increase in faculty publications.

Financial support for students was substantially increased; \$106,463



in graduate traineeships, \$38,500 scholarships, \$35,800 in stipends and \$106,700 in hospital fellowships.

A new interactive video laboratory for undergraduate students was implemented.

Nurse midwifery services expanded to include the opening of the low risk maternity unit at Charleston Memorial Hospital.

Ambulatory prenatal care was provided for 7,783 clients, and family planning care for 1,032 clients.

The Homeless Shelter Nursing Clinic served over 200 clients per month.

A health promotion clinic was offered at Burke High School as well as a clinical experience in rural health at the Hampton Clinic.

In addition to providing health care as part of the clinical programs of the College, individual faculty members contributed significant nursing hours to the community in the form of volunteer service.

#### COLLEGE OF HEALTH RELATED PROFESSIONS

External funding increased dramatically.

The number of applicants for entrance to the various College degree programs increased by 31%. The quality of applicants rose as indicated by GPA and SAT score averages. Minority student admissions increased to 11%.

A Master of Science Degree Program in Health Professions Education was initiated.

Letters of Intent for a Master of Science Degree in Environmental Sciences and a Bachelor of Science Degree in Physician Assisting were submitted to the Commission on Higher Education.

Continuing education grants, alumni contributions, etc. have helped to diversify the funding base.

An internal reorganization created more efficient and effective opportunities for programmatic and funding development.



## DEPARTMENT OF EDUCATIONAL SERVICES

### Division of Educational Development

In addition to the traditional faculty development activities of workshops, seminars and personal consultation, the DES faculty and staff expanded their involvement into courses and training activities on a statewide basis through the Health Communications Network and South Carolina AHEC.

### Division of Evaluation Services

Consultation services to teaching and research faculty were provided.

The Educational Testing Center processed 551 examinations.

227 courses were evaluated using PACE, Clinical PACE or Small Group PACE Course evaluation systems.

### Division of Television Services

The Health Communications Network added four new members during the year - Byerly Hospital in Hartsville, S.C.; Piedmont Medical Center, Rock Hill, S.C.; Veteran's Affairs Medical Center, Augusta, GA; and Eisenhower Medical Center, Fort Gordon, GA.

The Network provided 97 special video conferences and acquired 160 new programs, and produced 152 programs during this period.

Major program productions included: The Geriatric Learning Series; Pharmacy Update Series, Medical Update Series; South Carolina Marriage and Family Therapists Conference Series; Pediatric Grand Rounds; Internal Medicine Grand Rounds; and Technology Today, and "What's On Your Mind," an open circuit ETV Series featuring Dr. Linda Austin of the MUSC Psychiatry Department.

The Division attracted major funded projects which included: Lead Poison Education (DHEC); Technology Today (SCUREF); Geriatric Learning Series (University of Alabama Geriatric Education Center).

### Division of Audiovisual Production

Continued to meet the needs of the MUSC community.

## DEPARTMENT OF LIBRARIES AND LEARNING RESOURCE CENTERS

Management of the microcomputer labs was assumed. Resources in the student Macintosh microcomputer lab were expanded and upgraded.

Internal networking for library staff was enhanced by installing electronic mail, enabling electronic connections internally, campus-wide, and to local colleagues.

Connections through the Library's VAX to the Internet (and BITNET) were established for sharing on bulletin boards with other libraries, providing access to networks and catalogs of other libraries, transferring files for MUSC researchers, utilizing the power of NIH computers for data testing, and contacting other colleagues electronically.

CoastNet, a local electronic network linking the library catalogs and providing access to databases at local college libraries, was established in participation with the Charleston Academic Libraries Consortium.

The Eastern Region Online Training and Information Center (based at the New York Academy of Medicine) became an online training site for teaching searching skills for NLM's database to participants from the southeast region.

A national reputation was established for efficient and cost effective internal journals claiming operation.

The department participated in a national Medical Library Association Automated Exchange Pilot Project.

The Waring Historical Library established a Student Medical History Club and developed a course in the History of Medicine.

## PUBLIC RELATIONS

Local, state, and national media relations efforts were bolstered and internal communications were improved. The Information Line was initiated to receive more than 40,000 calls.

A community relations program was established to be responsible for re-structuring the MUSC speakers' bureau and for developing a strategy for promoting MUSC educational outreach programs to various community groups.

MUSC's first Emergency Public Relations Plan developed procedures and methods for communicating with various publics during times of crisis.

#### EMPLOYEE HEALTH SERVICES

11,632 employee visits were recorded. Increased efforts devoted to Hepatitis B vaccine and tuberculosis surveillance proved successful.

Active communication between Employee Health and University Safety, Human Resources, Infection Control and Hospital Administration identified and minimized interface problems.

The medical surveillance (OSHA) program was streamlined for employees exposed to hazardous substances in the workplace.

The Employee Health Service maintained its role of service delivery on a fee-for-service basis to non-MUSC employers.

#### DEPARTMENT OF ENROLLMENT SERVICES

##### ENROLLMENT INFORMATION

COLLEGE	HEAD COUNT	M/F
Medicine	548	373/175
Dental Medicine	179	137/42
Pharmacy	249	72/177
Health Rel. Prof.	674	151/523
Nursing	413	20/393
Grad. Studies	143	89/54
Other	77	8/65
Full-Time	1667	762/905
Part-Time	616	95/521
Foreign	86	49/37
Other Ethnic	79	24/55
TOTAL	2283	858/1425

Postdoctoral: 102  
Residents: 422



## STUDENT LIFE CENTER

The infrastructure for coordinating all services of the Student Life Center opened in February, 1992.

The Division of Biotechnology completed the underwater weighing room and deuterium oxide tracer laboratory in October 1991.

Student Health Services attained 100% compliance on pre-matriculation requirements on immunizations.

Quality psychological services to MUSC students continued to be provided.

The participation of students, faculty, personnel and the community in practicing health and fitness activities increased.

Students' extra-curricular, social, recreational and cultural needs and interests were identified and met.

## MEDICAL CENTER

Patient days increased by 8%, admissions increased by 2%, outpatient visits increased by 7%, patient charges increased by 34%, and collections increased by 23%.

Renovation on two Medical/Surgical units were completed. MUSC Medical Center is now operating at 542 beds, which is within 5 of licensed capacity.

A 33 bed postpartum OB unit 36 bassinet nursery, and an 8 bed labor/delivery/recovery unit were opened at Charleston Memorial Hospital.

The 50th heart transplant was performed.

A pediatric bone marrow transplant on a sickle cell patient was performed.

Planning for a total quality management (TQM) effort was introduced.

RN staffing increased to record levels. The design of a Clinical Advancement Program for Nursing at MUSC and Charleston Memorial Hospital was completed.

## AFFIRMATIVE ACTION/MINORITY AFFAIRS

### Minority Student Recruitment and Admissions

Application to all MUSC programs increased an average of 35%.

Offers of admission increased by more than 15% in the Colleges of Medicine, Dentistry, Pharmacy and the College of Graduate Studies.

### Minority Student Retention

The most significant recruitment programs for minority students included the Graduate Incentive Fellowship and Grants awarded to undergraduate students.

Student enrichment programs, such as the Visiting Scientist Program, provided experiences which reinforced professional training, opportunities for student participation and leadership.

### International Programs

Foreign student advising and programming served the entire campus.

### Summer Programs

The Health Careers Opportunity Program, a nation-wide student recruitment program, had an increase in the number of applications.

The Summer Research Apprenticeship Program Grant increased from 124,000 in 1989-1990 to \$40,000 in 1990-1991, and for 1991-1992 the grant is \$45,000.

The College Summer Work Program continued to successfully provide job opportunities for minority students.

## UNIVERSITY RELATIONS/ALUMNI AFFAIRS

The Office of University Relations/Health Sciences Foundation coordinated effective fundraising, alumni relations, printing and publications and special university-wide projects.

Pledges and gifts experienced an increase. Programs such as Partnership in Service Campaign, the Childrens' Miracle Network Telethon, the Taste of Charleston, the Charleston Cup, and the MUSC Yearly Employee Support campaign contributed to the fundraising success.

An Annual Fund Program was initiated in the Colleges of Dental Medicine, Pharmacy and Health Related Professions which increased their respective alumni giving participation rates.

The Hollings Oncology Center initiated its fundraising program.

The Office of Development initiated the Alumni Class Endowment (ACE) Program in the College of Medicine. Alumni Association achieved an overall active membership of 42%.

An Alumni Centennial Committee planned special activities to celebrate the 100th birthday of the Alumni Association of the Medical University of South Carolina. An alumni directory was produced with revenue going toward renovation of St. Luke's Chapel.

The first homecoming weekend for African-American graduates was held in May, with the assistance of the Minority Affairs Office.

A history of the MUSC Alumni Association was published in the Alumni Centennial Directory and in a Post-Courier newspaper supplement.

The Alumni Affairs Office managed the 1991 national awards competition for the Group of Public Affairs of the Association of American Medical Colleges, with the judging of the 164 entries held in Charleston in July of 1991.





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The Medical Oncology Center initiated its fundraising program.

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An Alumni Councilman Committee planned special activities to celebrate the 100th birthday of the Alumni Association of the Medical University of South Carolina. An alumni directory was produced with revenue going toward renovation of St. Luke's Chapel.

The first homecoming weekend for African-American graduates was held in May, with the assistance of the Minority Affairs Office.

A history of the MUSC Alumni Association was published in the Alumni Council Directory and in a Post-Graduate newsletter.

Alumni Affairs Office managed the 1991 Homecoming Awards. The Group of Public Affairs of the College of Medicine held a luncheon to honor the graduates.

Total Number of Documents Printed

255

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Printing Cost - S.C. State Budget &amp; Control Board (up to 255 copies) \$ 237.89

Printing Cost - Individual Agency (requesting over 255 copies and/or halftones)

\$

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